



EXECUTIVE SUMMARY



Project Scope

The current Employee Performance Evaluation system has been used by the city for nearly two decades to evaluate municipal workers' job performance. The current system has served its purpose; however, significant process enhancements are needed to support the city in achieving a culture that recognizes and motivates its workforce to meet and/or exceed desired expectations. Therefore, with the goal of continuous improvement, our upcoming initiative centers on:

- Aligning goals and objectives to work plans;
- Measuring performance using the SMART (i.e., specific, measurable, achievable, relevant, time-based) methodology; and
- Creating an environment and culture of effective communications and coaching.

The **mission** of the **Houston Employee Assessment and Review (HEAR^{*})** team is to implement a citywide performance management process and application across all departments in collaboration with city stakeholders and internal customers, addressing its impact on workforce productivity, efficiency, and service delivery, thus making the city of Houston one of the best cities in the nation in which to work, live, shop, and play.

The city of Houston's new Performance Management System should not be perceived as a "gotcha" or as a "documentation hammer" leveraged to coerce good performance, but rather as a tool to encourage employee development and improve operational outcomes and service delivery across the city of Houston.

REPORTING PERIOD: NOVEMBER 2012

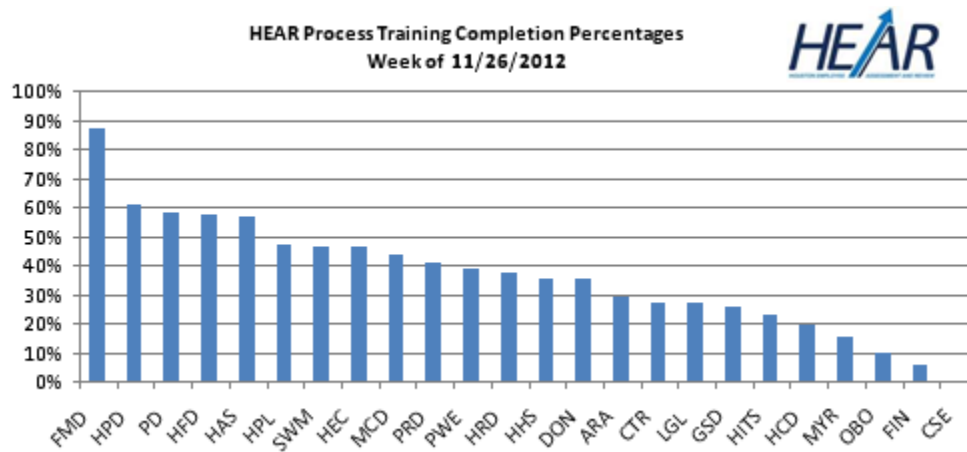
Objectives:

1. **Continue** Phase II of the HEAR project – Mission: Training & Familiarization
2. Deploy HEAR Process training to supervisors, managers, and non-supervisors
3. Develop interim solutions requirements, mock-ups, and assign IT resources to support the deployment efforts
4. Monitor project progress and mitigate risks, constraints, and assumptions

Action Steps:

1. Completed over than 5,000 web-based training offerings on the HEAR AP 3-20
2. Trained over 1,300 supervisors and managers on the 7-hr HEAR Process (See graphic below)
3. Completed 50%, or 5 out of 10, general overview sessions for non-supervisors
4. Published and distributed two volumes of the **HEAR & Now** bi-weekly newsletter

5. Continue to meet with members of ITD to support the development the interim application solution



Issues:

- Project funding sources (**constraint**)**
- ~~Technology interim solution developmental alternatives~~ (**risk**)
- ~~Citywide paradigm shift~~ (**assumption**)
- ~~Houston Airport System inability to access the LMS for mandatory registration and WBT training~~ (**risk**)

The **mission of the **Houston Employee Assessment and Review (HEAR)** System is to provide a fair and balanced approach to performance management that supports a culture of high performance by developing and celebrating employee accomplishments and contributions to the residents of the city of Houston.*

** Unmitigated since last reporting period (August 2012)